



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
102 MCNAIR DRIVE
FORT MONROE, VIRGINIA 23651-1047

REPLY TO
ATTENTION OF

ATBO-C

02 MAR 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 12, Civilian Leader Development Program (CLDP)

1. As leaders of our great civilian workforce, we have the inherent responsibility to attract, train, educate, and develop our civilian leaders—those who are able to lead and manage change, think strategically, and represent the Army across organizations. I have seen the intellectual energy that TRADOC provides to the Army and the joint community as we seek to balance current and future requirements. That work must continue. We must take action now to ensure there are high-quality leaders at all levels.

2. The TRADOC CLDP ensures development of our civilian force through the following:

a. Civilian Education System (CES). TRADOC civilians will attend the CES courses (Foundation Course, Basic Course, Intermediate Course, Advanced Course, and Continuing Education for Senior Leaders) consistent with Army policy. All civilians, GS-05 or equivalent, will complete the CES Foundation Course within 6 months of assignment to TRADOC.

b. Supervisory Development Course (SDC). SDC is a mandatory online course for all newly appointed supervisors (military and civilian) of civilian employees. SDC includes two subcourses to complete within 6 months after appointment to supervisory positions. Supervisors may substitute the Human Resources for Supervisors Course, delivered by the Civilian Personnel Advisory Center, for the SDC online course.

c. Advanced Leadership Training (ALT). ALT provides continued leadership training in addition to CES courses (Enclosure 1).

d. TRADOC Senior Leader Development (SLD). This program prepares GS-14/15 and NSPS equivalent level employees for key leadership positions. It is centrally managed as a competitive

ATBO-C

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2-year program that targets 10 TRADOC participants per fiscal year. The SLD Program includes Advanced Leadership Training (Brookings Institute-Leadership Certificate, Office of Personnel Management Leadership Program, Senior Service College, Senior Managers Course in National Security, Department of Defense Executive Leadership Program, Harvard Senior Executive Fellows, Army Senior Fellows, and Defense Senior Leader Development Program), developmental assignments, and SES mentorship assignments. SLD centrally funds tuition, travel, and per diem.

e. Senior Level Assignment Opportunities. All GS-13 through 15 or equivalent vacancy announcements will be announced Armywide, as a minimum, and include payment of permanent change of station costs. Cost will not be centrally funded. This is an investment we must continue to make in TRADOC's future leaders.

f. Fellows Program. This is a 5-year program designed to attract, develop, and retain multi-skilled leaders for TRADOC Centers of Excellence (CoE). Entry grade is GS-07 with a target grade of NSPS YA 02 or GS equivalent. After competitive selection, participants spend their first 11 months completing a masters degree program at Texas A&M University, followed by assignment to a Fellows Program permanent duty station for continued training and rotational assignments. The Army Civilian Training Education and Development System funds the first 2 years, TRADOC funds the 3rd year, and the organization funds the last 2 years. The Fellows Program supports transformation and builds the bench with a high-quality civilian workforce.

g. Greening Course. Each TRADOC school was asked to establish a Greening Course by June 2007 to facilitate civilians' understanding of how the field Army works. Civilian greening is relevant to career progression and accretion of responsibilities over time. Greening may be multi-faceted but must include a personal experience in operational settings and field exercises. Greening courses must be provided as often as necessary to reach our target population of new civilian hires. The TRADOC Internal Review and Audit Compliance Office completed a 2008 review of Greening Course establishment and implementation; best practices are provided at Enclosure 2.

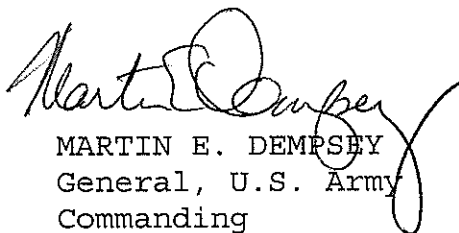
ATBO-C

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3. Supervisors will develop an individual development plan (IDP) for each civilian supervised. The IDP will be updated during the employee's annual performance review.

4. Leaders and employees alike must make civilian leader development a top priority. Initiate review of your eligible candidates now to plan for future nomination opportunities. Developing civilian leaders is an investment in the future. The commitment to the highest standards makes us who we are and binds us together as a force and an Army in peace and in war.

2 Encls


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TRADOC CIVILIAN LEADER DEVELOPMENT PROGRAM

Advanced Leadership Training (ALT)

1. Brookings Institute—Brookings Executive Education

Certificate in Public Leadership: Participants must complete a total of 20 course days with Executive Education at Brookings (includes two mandatory foundational programs).

2. Office of Personnel Management Leadership Program

a. *Leadership Education and Development Certificate Program:* Participants must complete a total of five seminars concluding with a 3-5 page Capstone Paper.

b. *Federal Executive Institute (FEI):* FEI is a 4-week program developed for SES members and GS-15s or equivalent. FEI addresses the five Executive Core Qualifications (Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communications). Participant receives 12 graduate credit hours.

c. *Office of Personnel Management Leadership Seminars:* Seminars range from 1- 2 weeks in duration and are designed for team leaders, supervisors, and managers.

3. Defense Senior Leader Development Program (DSLDP): DSLDP is a 2-year program featuring hands-on involvement of current Defense and other public sector executives and appointees, along with noted experts from top-ranking universities and the private sector. Participants attend Professional Military Education/Senior Service College (PME/SSC) and work together and learn from each other as they tackle real-life challenges as a joint cohort. The combination of experiences will empower participants to think strategically, envision what is on the horizon, and formulate proactive, competitive solutions that produce results for DOD and the Nation. DSLDP is centrally funded by DOD.

4. Senior Service College (SSC): Army has six SSCs available for GS-14/15 (or grade equivalent) civilians (Air War College, Army War College,

Army War College Distance Education Program, Industrial College of the Armed Forces, Naval War College, and National War College). Resident programs are 10 months in duration. SSC is centrally funded by DA.

5. Senior Managers Course in National Security (SMC): SMC gives senior DOD leaders and managers an understanding of the factors and forces that shape national security strategy and policy. This 5½-week course provided at Syracuse University, Syracuse, New York, is designed for SES members and GS-15 or equivalent grade civilians.

6. Harvard University Program for Senior Executive Fellows (SEF): SEF builds executive skills in political and public management, negotiation, human resource management, policy making, organizational strategy, communication, ethics, and leadership. This 4-week program provided at John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, is designed for SES candidates and GS-14/15 or equivalent grade civilians.

7. Department of Defense Executive Leadership Development Program (DELDP): This 10-month program is designed especially for highly motivated GS-13/14 or equivalent DOD employees who have demonstrated outstanding leadership potential. DELDP provides an extensive exposure to the roles and missions of DOD and an increased understanding and appreciation of today's warfighters.

TRADOC CIVILIAN LEADER DEVELOPMENT PROGRAM

Greening Course – Best Practices

1. **Greening Course Length:** Course length not to exceed 3 days.
2. **Greening Course Responsibility:** Schools have overall program responsibility for civilian greening courses. Schools should request quarterly updates from servicing CPACs on all TRADOC new hires. Schools with agreements in place to share program oversight with CPACs or locations where CPACs have complete program oversight are allowed to continue as long as CPACs adhere to TRADOC policy requirements related to the Civilian Greening Program. Upon course completion, submit student names to CPAC for updating training records in the Defense Civilian Personnel Data System (DCPDS).
3. **Greening Course Frequency:** Provide courses as often as necessary to reach population of new civilian hires.
4. **Greening Course Exemption:** New hires with prior Army military experience related to the employing school's mission may be exempted. Local commandants may authorize any exemptions deemed necessary.
5. **HQ TRADOC Quarterly Report:** Schools will provide a quarterly update to TRADOC, DCS G-1/4 on the number of personnel greened.
6. **Best Practice #1:** Schools will develop standard operating procedures outlining policies, procedures, and responsibilities for conducting courses for newly assigned TRADOC personnel at their respective school/activity (see sample: Fort Gordon).
7. **Best Practice #2:** Schools require "Orientation to the Army" portion of the online The Army Organization (TAO) Course (ACCP Course 131 F03, Module ST1000, Edition A, CD 115-02) accessed through the Army Training Support Center (ATSC) Web link (<http://www.atsc.army.mil>).